

PART II	DEPARTMENT OF HUMAN RESOURCES DEVELOPMENT	17.023
	STATE OF HAWAII	17.024
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Minimum Qualification Specifications
for the Classes:

PROGRAM AND BUDGET ANALYSIS MANAGER I
(PRGM & BUDGET ANALYSIS MGR I)

PROGRAM AND BUDGET ANALYSIS MANAGER II
(PRGM & BUDGET ANALYSIS MGR II)

PROGRAM AND BUDGET ANALYSIS ADMINISTRATOR
(PRGM & BUDGET ANALYSIS ADMR)

Basic Education Requirement

Graduation from an accredited four (4) year college or university with a bachelor's degree.

Excess work experience as described under Specialized Experience, below, or any other responsible administrative, professional or analytical work experience that provided knowledge, skills and abilities comparable to those acquired in four (4) years of successful study while completing a college or university curriculum leading to a baccalaureate degree may be substituted on a year-for-year basis. To be acceptable, the experience must have been of such scope, level and quality as to assure the possession of comparable knowledge, skills and abilities.

The education or experience background must also demonstrate the ability to write clear and comprehensive reports and other documents; read and interpret complex written material; and solve complex problems logically and systematically.

Experience Requirements

Applicants must have had responsible experience of the kind and quality described in the statements below and in the amounts shown in the following table, or any equivalent combination of training and experience:

Class Title	Spclzd Exp (Yrs)	Supvry Exp (Yrs)	Mgr/Admin Exp (Yrs)	Total Exp (Yrs)
Program and Budget Analysis Mgr I	5-1/2	*	**	5-1/2
Program and Budget Analysis Mgr II	5-1/2	1	**	6-1/2
Program and Budget Analysis Admr	5-1/2	1	2	8-1/2

Specialized Experience: Progressively responsible professional experience which involved, as a primary emphasis, the performance of technical analytical work in the evaluation of operating programs to determine their effectiveness in achieving desired objectives. Technical analytical experience for the purpose of these classes includes the following areas of concentration:

- A. Program Analysis and Evaluation - Program analysis and evaluation is the systematic organization of information in useful ways to assist in making better-informed decisions by examining the probable costs and consequences of alternative courses of action. The experience must demonstrate familiarity with such statistical analytical methods and techniques as break even, cost benefit and regression analysis; and business process modeling.
- B. Program Planning - Program planning is the process by which an organization decides upon its objectives, selects the methods to attain these objectives, and subsequently measures the degree to which its objectives have been achieved. The experience must have involved direct participation in such activities as the review, analysis, and evaluation of program plans and budget requirements; preparation and recommendations in regard to program goals, policies and priorities; development of fiscal policies and financial plans; development, establishment and application of work measurement devices and techniques and standards for the evaluation of program performance.
- C. Program Budgeting - Program budgeting is the process by which organizations allocate funds to obtain objectives. Qualifying experience and activities must have involved direct participation in the preparation and review of budgets and program plans for major programs. This includes appraisals and comparisons of various program activities in terms of their contribution to overall program goals and objectives; analysis of how and to what degree existing levels of resources such as human capital, equipment, materials, and funds are meeting program goals and objectives; how variations in increments of resources would impact program goals and objectives; and revision of objectives, programs and budgets in light of changing conditions and experience.

Applicants must possess Specialized Experience in at least two of the three areas of concentration. Experience in any one area of concentration must be for a

minimum of six (6) months to be creditable. At least one (1) year of such experience must be comparable to the Program Budget Analyst IV level in the State service. Specialized Experience in the different areas of concentration can be gained concurrently.

In addition, for positions located in the Central Budget Agency, the required experience must have included at least two and one-half (2-1/2) years of work experience in the determination of resource allocation and evaluation of programs.

Supervisory Experience: Experience in supervising others engaged in program budget analytical work. Such experience must have included: 1) planning, organizing, scheduling, and directing the work of others; 2) assigning and reviewing their work; 3) advising them on difficult work problems; 4) training and developing subordinates; and 5) evaluating their work performance.

*For the class Program and Budget Analysis Manager I, applicants must possess supervisory aptitude. Supervisory aptitude is the demonstration of aptitude or potential for the performance of supervisory duties through successful completion of regular or special assignments which involve some supervisory responsibilities or aspects of supervision, e.g., by serving as a group or team leader; or in similar work in which opportunities for demonstrating supervisory capabilities exist; or by the completion of training courses in supervision accompanied by application of supervisory skills in work assignments; and/or by favorable appraisals by a supervisor indicating the possession of supervisory potential.

Managerial/Administrative Experience: Experience managing a program of budgeting, program planning, analysis or evaluation which involved: 1) responsibility for identifying program goals and objectives and evaluating their attainment; identifying resource needs (staffing, materials, equipment); planning, organizing and coordinating program activities to attain program objectives within time, resource and budgetary limitations; developing procedures; and actively participating in policy determination, budget formulation and execution; and 2) active participation in, and major responsibility for the development, management, execution and coordination of policies and programs.

**For the classes Program and Budget Analysis Manager I and II, applicants must possess managerial aptitude. Managerial aptitude will be considered to have been met through successful performance of, or substantial participation in, organizing, scheduling, and coordinating a group of activities in order to attain program objectives within time, resource and budgetary limitations; interest in management demonstrated by the performance of work assignments in a manner which clearly indicates awareness of problems and the ability to solve them; completion of educational or

training courses in the areas of management accompanied by the application of principles, which were learned, to work assignments; management's observation and evaluation of the applicant's leadership and managerial capabilities; success in trial assignments to managerial and/or administrative tasks.

Substitutions Allowed

1. A master's degree in business or public administration, or a closely related field, may be substituted for six (6) months of Specialized Experience.
2. A Ph.D. degree in business or public administration, or a closely related field, may be substituted for one and one-half (1-1/2) years of Specialized Experience.

Quality of Experience

Possession of the required number of years of experience will not in itself be accepted as proof of qualification for a position. The applicant's overall experience must have been of such scope and level of responsibility as to conclusively demonstrate that he/she has the ability to perform the duties of the position for which he/she is being considered.

Selective Certification

Specialized knowledge, skills and abilities may be required to perform the duties of some positions. For such positions, Selective Certification Requirements may be established and certification may be restricted to eligibles who possess the pertinent experience and/or training required to perform the duties of the position.

Agencies requesting selective certification must show the connection between the kind of training and/or experience on which they wish to base selective certification and the duties of the position to be filled.

Tests

Applicants may be required to qualify on an appropriate examination.

Physical and Medical Requirements

Applicants must be able to perform the essential functions of the position effectively and safely, with or without reasonable accommodation.

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PROGRAM AND BUDGET ANALYSIS MGR II
PROGRAM AND BUDGET ANALYSIS ADMR

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This is an amendment to the minimum qualification specifications for the classes PROGRAM AND BUDGET ANALYSIS MANAGER I and II, and PROGRAM AND BUDGET ANALYSIS ADMINISTRATOR, which were approved on August 31, 1995.

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